

Blackwood

homes | care | support



2017-18 ANNUAL CUSTOMER REPORT



www.blackwoodgroup.org.uk

CONTENTS

Introduction from Max Brown	3
Our Performance	4
Housing	16
Blackwood House	18
Innovation & CleverCogs™	20
Care & Support	21
Our Spend	22
The Board	24
CEO Report	27



INTRODUCTION FROM OUR CHAIR

Welcome to our Annual Customer Report 2017-18. As well as our performance results from the past year, we have also included highlights from the core elements of our business.

From Blackwood's first development in Dundee back in 1976, we have now developed and built over 1,600 homes across Scotland. Further development plans will add another 150 Blackwood homes to our stock over the next couple of years.

Our care business has also grown significantly over the last decade and we now provide person-centred care across Scotland to over 400 customers.

We have a reputation for being pioneers, through our innovation team we have developed a range of revolutionary products and tools to support our customers to live as independently as possible. CleverCogs™ is perhaps the most notable of these, a system that you may already use or will in the near future.

From the minds of our Innovation Team wizards, my favourite is the Huburbs. This simulation game, built in collaboration with students from Dundee University, allows you to model housing management decisions in a virtual world, to see what the impact is of the decisions that we make.

The thread that runs through all of our work, from Dr Margaret Blackwood, right through to developing games and new technology, is putting people at the heart of what we do.

Our tenants, care customers and the people that Blackwood connects with are why we are in business.

We recently launched our new Customer Engagement Plan which takes us along the next stage of that engagement. We want Blackwood to not just listen to our customers, but we are involving them from the beginning of our decision making.

We thank Team Blackwood, our tenant scrutiny panel, for their continued support in improving our services.

Max Brown, Chair of Blackwood Board

2017 - 18 PERFORMANCE

KEY AND SYMBOLS - THE REPORT SHOWS PERFORMANCE BY THE TRAFFIC LIGHT COLOURING SYSTEM: **GREEN** INDICATES ON OR BETTER THAN ON TARGET, **AMBER** IS SLIGHTLY OUTWITH TARGET AND **RED** MEANING SIGNIFICANTLY OUTWITH TARGET. SIMILARLY ARROWS SHOW PERFORMANCE HAS IMPROVED, DECLINED OR REMAINED STEADY.

PEER GROUP AVERAGE - AS WELL AS COMPARISONS WITH ALL SOCIAL LANDLORDS IN SCOTLAND, BLACKWOOD ALSO BENCHMARK AGAINST OTHER SPECIALIST HOUSING PROVIDERS, WHO ALSO PROVIDE A MIX OF GENERAL NEEDS AND SPECIALLY ADAPTED HOMES FOR PEOPLE WITH DISABILITIES. WE CALL THIS THE PEER GROUP AVERAGE.

Customer recommendations from last year's report have been incorporated into this year's Annual Customer Report. For example, the performance information is now presented in one section and we have also included more information on our future plans for development.

REPAIRS AND IMPROVEMENT

ACTIVITIES THIS YEAR:

- 6,863 reactive repairs were completed this year – 710 emergencies and 6,153 non-emergencies.
- 98% of our homes meet the Energy Efficiency Standard for Social Housing (ESSH).
- This year there have been issues with our main repairs contractor, and we have met regularly with them to discuss improvements needed and manage performance. While there has been some improvement during the final quarter of the year, the earlier issues have had a significant impact on the year end result for this indicator.

PERFORMANCE INFORMATION

Measure	Trend	2017-18 Result	Scottish Average	Peer Group Average
Average time to complete emergency repairs	↑	3.1 hours	4.0 hours	3.4 hours
Average time to complete non-emergency repairs	↓	6.0 days	6.4 days	4.9 days
Repair appointments kept	↓	83%	95%	93%
Repairs completed right first time	↓	84%	92%	93%
Tenant satisfaction with repairs	→	87%	92%	88%
Gas safety checks on time	→	100%	99.8%	99.6%
Properties meeting the Scottish Housing Quality Standard	→	99.6%	94%	96%
Properties meeting the Energy Efficiency Standard for Social Housing	↑	98%	83%	93%
Tenant satisfaction with the quality of their home	→	93%	88%	92%

PLANS FOR NEXT YEAR:

- We plan to build 24 new Blackwood Houses in Glasgow and 8 in Greenock.
- We will continue to invest in our existing properties through our extensive Planned & Cyclical Maintenance Programme.
- Project to have all homes energy efficient by April 2019 to ensure that our homes are ESSH compliant.



6

NEW BLACKWOOD
HOMES COMPLETED IN
DUNDEE



1.7M
SPENT ON PLANNED
MAINTENANCE



1,497
TOTAL NUMBER OF
PROPERTIES

NEIGHBOURHOODS

ACTIVITIES THIS YEAR:

- Our neighbourhood services include landscaping, communal cleaning and dealing with neighbour disputes.
- This year there were 41 anti-social behaviour cases, and 150 cases of minor neighbour nuisance.
- Our annual Gardening Competition, Blackwood in Bloom attracted entries from across Scotland - our winner this year was from Forres in the North.

PERFORMANCE INFORMATION

Measure	Trend	2017-18 Result	Scottish Average	Peer Group Average
Satisfaction with Blackwood's management of neighbourhoods	→	83%	88%	85%
Anti-social behaviour cases resolved within agreed timescale	→	87%	88%	93%
Annual planned estate visits carried out	↑	96%	N/A	N/A

PLANS FOR NEXT YEAR:

- We will review our target timescales for dealing with anti-social behaviour to make sure we give the best possible service to our tenants.
- We will review our Allocations Policy to ensure we let our homes in a way that helps build communities.
- We will launch our new online Housing Service to support tenants to live independently.



92
SEPARATE
DEVELOPMENTS
ACROSS 29 LOCAL
AUTHORITIES



21K
ON ENVIRONMENTAL
IMPROVEMENTS



91
ANNUAL PLANNED
ESTATE VISITS
CARRIED OUT

CUSTOMER CONTACT & ENGAGEMENT

ACTIVITIES THIS YEAR:

- Team Blackwood, our Customer Scrutiny Panel, has continued to scrutinise our performance and identify areas for improvement. We have welcomed 3 new members this year.
- We launched a new Customer Engagement Plan with the help of our tenants and care customers.
- The 2017 AGM at Largs, brought customers and staff together in an afternoon of sport and wellbeing related activities.

PERFORMANCE INFORMATION

Measure	Trend	2017-18 Result	Scottish Average	Peer Group Average
Overall satisfaction with Blackwood as a landlord	➔	85%	90%	87%
Tenants who would recommend us to friends & family	➔	90%	N/A	N/A
Tenants who feel we are good at keeping them informed	➔	87%	92%	85%
Tenants satisfied with opportunities to participate	➔	75%	86%	76%
Average customer rating of our care services	➔	Very Good	N/A	N/A
Complaints responded to on time	⬇	77%	86%	89%

PLANS FOR NEXT YEAR:

- We will address our complaint response times by ensuring staff are equipped with necessary skills and dedicated time to respond.
- We will introduce a new on-line service for our tenants to report repairs, with future developments such as virtual estate tours and engagement surveys in the pipeline.
- We plan to rollout Wi-Fi to all our developments over the next two years.
- We will commence our new Customer Engagement Plan by developing new and innovative ways to connect with our customers, with the aim to provide all customers opportunities to participate.
- We will conduct our large-scale survey of tenants opinions ready to report in the Spring of 2019.



61

COMPLIMENTS
RECEIVED FOR THIS
YEAR



195

FRONTLINE
COMPLAINTS RECEIVED
THIS YEAR AND 25
INVESTIGATIONS



77%

TIME TO
RESPOND
TO COMPLAINTS

CARE & SUPPORT

ACTIVITIES THIS YEAR:

- Our Raeden Court Care Home in Aberdeen was a finalist in the Specialist Care Home of the Year award at the Scottish Care Awards.
- 147 adaptations were completed this year, with the average time taken to complete these 81 days – 16 days better than last year.
- In addition to providing care and support, we have worked with our housing tenants to help them stay in their homes and live independently for as long as possible.
- CleverCogs™ our digitally enabled care and support system, has now been rolled out to customers in Edinburgh, Dundee, Ayr, Glasgow and Stirling. The new system is giving customers increased independence over their care as well as alternative ways to access services and information and communicate with friends and family.

PERFORMANCE INFORMATION

Measure	Trend	2017-18 Result	Scottish Average	Peer Group Average
Average care inspection grading	↓	Good	Good	Good
Average time to complete adaptations	↑	81 days	51 days	86 days
Accessible properties let to a tenant with a disability	→	100%	N/A	N/A
New tenants still in their homes after a year	↑	89%	87%	86%
Homes that were abandoned	→	0.1% (2 HOMES)	0.6%	0.1%

PLANS FOR NEXT YEAR:

- We will continue to provide high quality care services across the country, meeting and exceeding the National Health and Social Care Standards.
- We will continue to grow our care business in Dundee, Edinburgh and Glasgow, delivering neighbourhood-based services to those who need support.
- We will expand the use of CleverCogs™ with both our care and housing customers.
- We plan to review and improve our approach to adaptations.
- We will continue to support our front-line employees to undertake their SVQ and other relevant qualifications.



4

CARE HOMES IN
ABERDEEN, STIRLING,
GLASGOW AND
GREENOCK



ALMOST 200
CUSTOMERS USING
CLEVERCOGS™



DELIVERING APPROX
4,900 HOURS OF CARE
PER WEEK ACROSS
SCOTLAND

VALUE FOR MONEY

ACTIVITIES THIS YEAR:

- We work with our customers to ensure they are satisfied with what we charge for our homes and care provision, and to deliver good value for money.
- The total rent and services charges due in the year was £7.5M.
- Performance results for this year have shown that Blackwood have performed strongly in ensuring rent is collected in a timely manner, negating the need for action on arrears.

PERFORMANCE INFORMATION

Measure	Trend	2017-18 Result	Scottish Average	Peer Group Average
Rent collected during the year	↑	100.3%	99.4%	99.5%
Rent owed at the end of the year	↑	2.7%	5.2%	2.7%
Rent lost due to homes being empty	→	0.4%	0.7%	1.4%
Time to re-let empty homes	↑	18.5 days	30.7 days	35.1 days
Tenants who think their rent is value for money	→	79%	83%	83%

A breakdown of our average weekly rents, including service charges, is shown in the table below. Many of Blackwood's homes have adaptations and equipment that incur a charge, but our rent levels compare well to other specialist landlords in Scotland. These figures are averages, so individual rents will vary slightly.

PROPERTY SIZE	BLACKWOOD	SPECIALIST GROUP
BEDSIT / STUDIO	£95.82	£100.71
1 BEDROOM	£89.57	£105.08
2 BEDROOMS	£98.55	£103.44
3 BEDROOMS	£108.36	£103.19
4+ BEDROOMS	£120.85	£112.06
OVERALL AVERAGE	£97.72	£105.72



**BLACKWOOD
CONSULTED WITH
TENANTS ON RENT
INCREASE OF 3.25%
FOR 2018-19**



17.2M
TURNOVER IN 2017-18
SPLIT EVENLY BETWEEN
HOUSING AND CARE

PLANS FOR NEXT YEAR:

- We will continue to support our tenants through welfare reform changes, including the introduction of Universal Credit.
- We will continue to involve our customers in key investment decisions through the creation of our Customer Panel.
- We will add more information and tools to our digital services to help customer manage their finances.



UPDATES AND KEY PROJECTS

HOUSING

Shelter Scotland continues to provide well-regarded independent and confidential financial advice.

Team Blackwood reviewed our performance on a quarterly basis and oversaw the production of this Annual Customer Report.

Team Blackwood also undertook a review of the repairs service which will be finalised and implemented in 2018/19.

The Customer Engagement Plan (co-designed with tenants) launched, the document confirms our ongoing commitment to engage with tenants about our service and rent levels.

If you would like to join our online engagement group then drop us an email and we will include you in our short sharp surveys and other fun activities that we have planned over the next year. Email us at info@blackwoodgroup.org.uk.

IMPROVING OUR HOMES

Adaptations carried out on properties, to help people gain or keep their independence, continue to be an important Blackwood service for our tenants.

Grants of £350K from Scottish Government and Edinburgh and Glasgow City Councils enabled us to complete over 140 adaptations in an average of 82 days.

We began a new programme of **fire risk assessment**, in line with Scottish Government advice, following Grenfell. While Blackwood has no high-rise properties, we want to make sure that we have reassured tenants that we are taking all necessary steps to assess any risks and to action the results within our planned and cyclical programmes.

BLACKWOOD HOUSE

The **Blackwood House** in Dundee was opened by the Scottish Housing Minister and created extensive interest within the housing sector about the standard of accessibility. We accompanied the new development with a Design Guide to support the new standard throughout our Development Programme.

The **Blackwood Design Guide** sets out to promote development of highly accessible homes. It contains a framework of principles and recommendations which optimise solutions at home for a wide range of disability, mobility, and complex health conditions.

Principles

- **Spacious and well designed**
- **Avoid a clinical feel**
- **Beautiful and simple finishes & materials**
- **Large windows providing much natural daylight**
- **Second Bedroom / Optional carer accommodation**

The Blackwood House seeks to deliver effective use of space, light, and technology, to assist and encourage independent living in a contemporary and homely environment. The added bonus is that it is flexible and adaptable for the future as needs change over time.

In making design decisions, consideration must be taken to ensure that there is a positive environmental impact, and a positive social and economic contribution to local communities. Where practicable, Blackwood will maximise material resource efficiency by using recycled and recyclable, reused and reusable, reclaimed and renewable/ sustainable materials and products wherever possible.

Planning is underway for 24 new homes in Helenvale, Glasgow, to be on site in 2018/19.

2 BEDROOM FLAT FLOORPLAN



INNOVATION AND CLEVERCOGS™

This year we began a programme of rolling out **CleverCogs™** to all of our customers, and as part of this we are installing wi-fi in our housing developments. This is an exciting part of our housing strategy, so that more of our services can be done on-line, including our repairs reporting. This new offer for tenants is a core part of our approach to help people live independently, ensuring everyone has use of a device, and rolling out a personalised approach to digital skills training. Digital skills training will be available to all customers.

Our aim of delivering an integrated neighbourhood set of services, for Housing, Support and Care, began to move forward during the year. One example is Broom Court in Stirling delivering excellent customer service and financial performance, as it utilised the innovation investment of our new electric car to ensure efficient Care at Home runs. We also remodelled its respite service for the current year offering more permanent care home rooms.

We have begun to explore new solutions for connectivity like TV whitespace and 5G as well as new sensors and ways of helping people remain independent in their own home for longer. A collaboration with the University of Edinburgh will help bolster our research capacity and lead to more projects that support independent living.

The Blackwood Design Awards are an annual celebration of the brightest and best innovations to help people with disabilities live life to the full. Now in its 5th year, the esteemed global competition handed out its winning trophies to Andrew Taylor with his specially-designed guidance system for visually impaired athletes, Sara McDermind from the Dementia Services Development Centre at the University of for its Iridis app, which helps the user to improve living spaces for those with dementia and South Korean company Neofect for its RAPAE Smart Glove and Smart Pegboard.

The competition has attracted new sponsorship for 2018/19 and with a significant increase in prize money.

CARE AND SUPPORT



We increased the number of care hours we deliver during the year by 9% moving closer to our aim of having substantial local care services in each of our strategic areas: Dundee, Edinburgh and Glasgow.

During the year we achieved a significant shift to ensuring all our front-line employees are working more efficiently using CleverCogs™ on their smart phones, paving the way for even greater levels of personalised services. This investment will support the delivery of sustainable care services in future years.

We committed to paying the Scottish Living Wage to provide a better standard of living for our employees and meet the requirements of our commissioners.

Our care teams worked hard to see outstanding results from the Care Inspectorate ensuring our customers are happy and satisfied with the level of care we provide. One customer noted in the report that *"the service has improved immensely. Staff members recruited are better trained. Rotas have improved. Clients are happy with the level of care. Communication is great. The new team leader has made a huge difference. Staff feel listened to and supported. Very positive with changes"*.



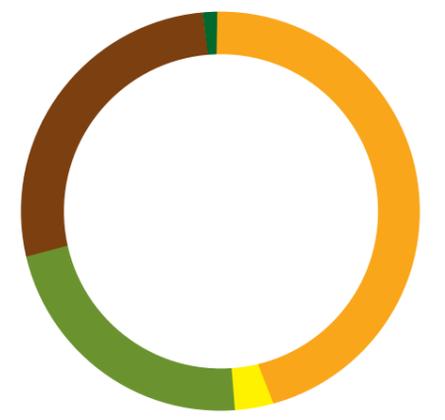
HOW WE SPEND BLACKWOOD £s

PLANS TO BUILD OVER 70 NEW HIGHLY
ACCESSIBLE HOMES IN DUNDEE

BLACKWOOD IN NUMBERS

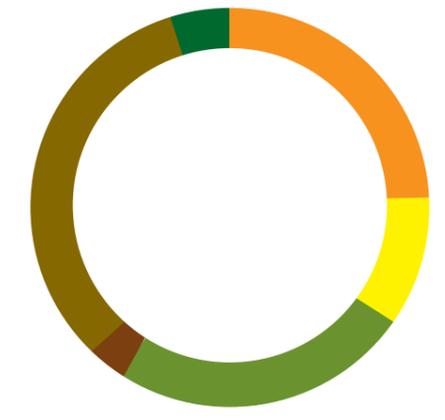
INCOME

How our income is made up	£000
Rent	7,111
Service Charges	554
Supported Housing	3,487
Care	4,325
Other	212



EXPENDITURE

How we spend per pound	£1
Management / Maintenance Admin	24p
Home Repairs and Maintenance	10p
Supported Housing	25p
Service Charges	4p
Care Services	32p
Loan Charges	5p



INVESTMENT

Continuing to invest to support independent living	£000	
Improvements to Properties	479	(Adaptations, Energy Efficiency)
Component Replacement	1,598	(Kitchens, Windows etc)
Invest in Technology	167	(Software & Hardware)
Investment in new Blackwood Homes	554	(Dundee Glamis Court)

THE BOARD

The Board is elected according to the Rules and manages its business in line with its '**Good Governance Guide**' which sets out appropriate Standing Orders and delegations, and regularly reviews them.

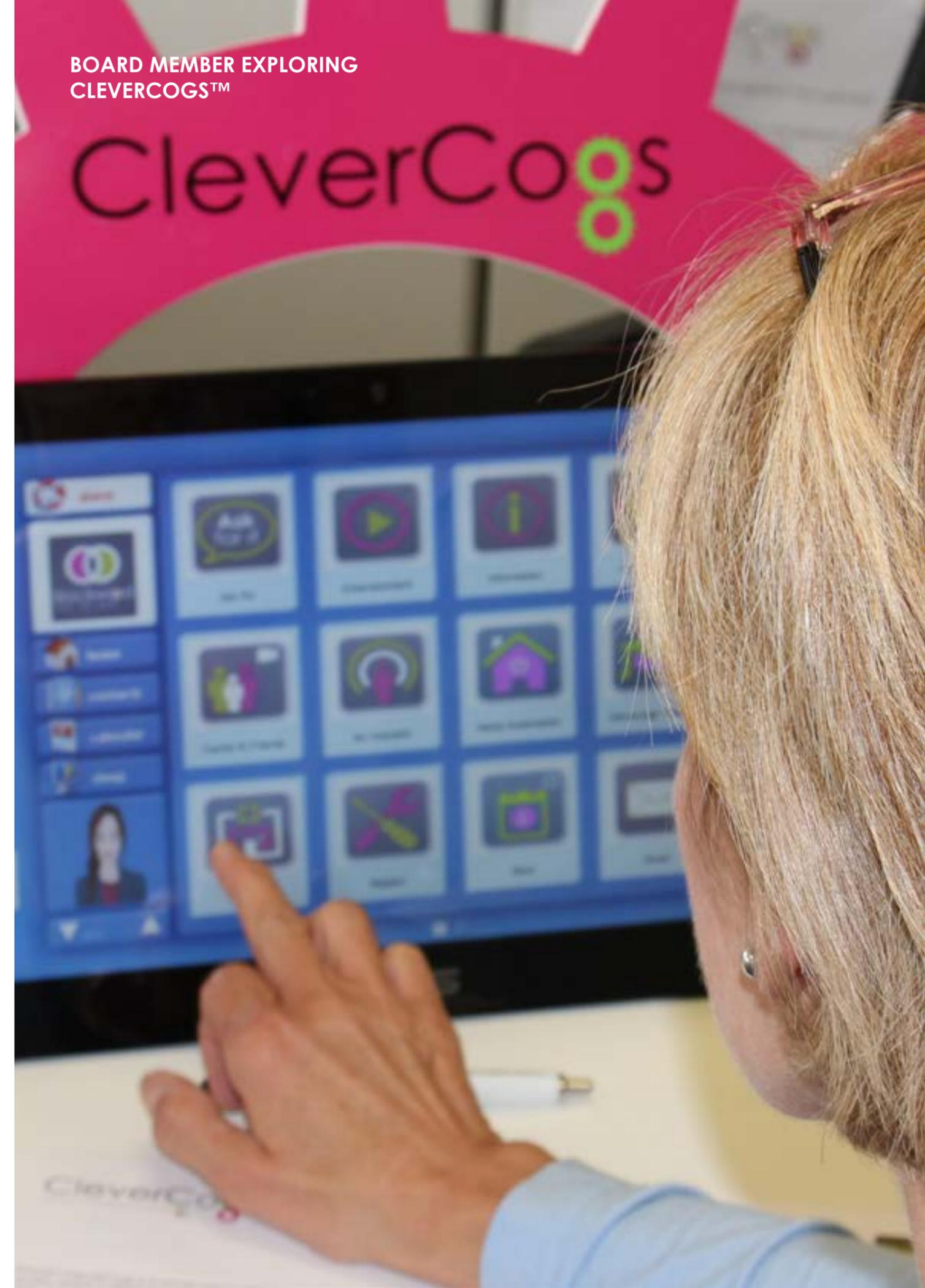
Blackwood has two standing Committees which support the Board to develop and deliver our Strategy. The **Audit and Performance Committee** ensures that there is independent assurance, and on-going scrutiny of compliance and performance. The **Services Committee** oversees more detailed discussion and shared understanding of more complex issues, contributing to the Board's development of its future strategy.

Two externally facilitated Strategy Days, in addition to Board meetings, ensured that all members participated in driving the Strategy and Business Plan forward.

During the year, the Board appointed a new Chair, and continued its annual Board appraisal system, supported by independent advice. It also implemented a succession plan to ensure the right mix of skills and experience are available to direct the growing complexity and risk profile of the business. For all Board members there is a Learning and Development programme which helps develop a shared understanding of the opportunities and risks Blackwood faces.

You can read the full Board Member biographies on our website:

<https://www.blackwoodgroup.org.uk/board-members>





BLACKWOOD CUSTOMERS WERE THRILLED TO SEE BRITAIN'S GOT TALENT WINNER, LEE RIDLEY, BRING THE HOUSE DOWN WITH HIS HILARIOUS STAND UP COMEDY AT THIS YEAR'S AGM

CEO REPORT

Fanchea Kelly, Blackwood Chief Executive asks can we do more...

"As a business we've grown but could we do more while staying secure? We will ensure that we engage with all customers and stakeholders this year and into next year, to ensure Blackwood begins to prepare a new phase for its services, to keep being the best we can be, and prepare our 2020 Business Plan.

We will make major use of our brilliant staff, as our Gold Investors in People (IIP) Award shows, and our brilliant innovation focus.

Our pioneering Night Support Service evidences our innovative use of technology, from providing solutions to customers and families like assistive technology, to smart scheduling, to video conferencing and virtual environments. We know that technology can't replace human contact and touch but it can replace many onerous administrative tasks for our front line teams.

Our housing teams continue to deliver a high quality service to continue to develop good homes in good neighbourhoods.

These plans will keep our purpose of helping people to live independently as the centre of everything we aim do, while managing the uncertainties which lie ahead."

Fanchea Kelly
Chief Executive

Blackwood

homes | care | support



HEAD OFFICE

160 Dundee Street

Edinburgh

EH11 1DQ

t: 0131 317 7227

e: info@blackwoodgroup.org.uk

w: www.blackwoodgroup.org.uk

HEAD OFFICE

160 Dundee Street

Edinburgh

EH11 1DQ

0131-317-7227

EAST OFFICE

42 Broom Court

Stirling

FK7 7UN

01786-812-864

NORTH OFFICE

23 Raeden Court

Aberdeen

AB15 5PF

01224-326-331

WEST OFFICE

1 Belses Gardens

Cardonald

G52 2DY

0141-883-4477

Blackwood is a trading name of Blackwood Homes and Care, Financial Services Authority Mutuals Public Register No 1728 RS. The Scottish Housing Regulator Registration No HEP 158. Registered Scottish Charity No SC007658. Proper Factor No PF298.

www.blackwoodgroup.org.uk

